WSDOT

Design-Build Startup and Request for Qualifications ("RFQ") Development

SPEAKER NAME, TITLE
Month Day, 2018

Roger Millar, Secretary of Transportation

Safety

- Sign-in
- Who is CPR Qualified?
- AED
- Who will call 911?
- Evacuation
- Restrooms
- Breaks

Course Overview

- **Project Start Up**
  - **Risk Assessment**
  - **PDMSG**
- **Planning and Preliminary Engineering**
- **Classification of RFP Documents**
- **Elements of the RFQ/ DB Game**
- **Structure of the RFQ**

Project Start Up

WSDOT 4

Procurement Schedule

WSDOT 5

Design-Build Procurement Overview

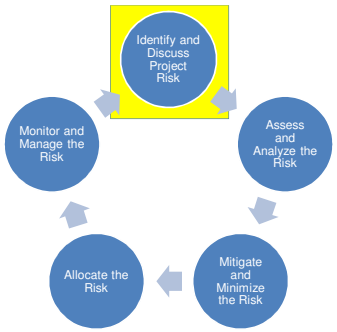
Project Scoping
- Define Project and Determine Project Goals
- Initial Risk Assessment
- Project Delivery Method Selection Guide

RFQ
- Develop and Issue RFQ
- Receive SOQ
- Evaluate and Shortlist Proposers

RFP
- Issue RFP
- One on One meetings and ATC Submission/Review
- Receive Proposals
- Evaluate and Determine Best Value Proposal

WSDOT 6

Risk Assessment Process



WSDOT 7

Typical Risks in Transportation

- **Site Conditions**
- **Environmental**
- **Right of Way**
- **Third parties**
  - Utilities
  - Railroads
  - Adjacent Jurisdictions

WSDOT 8

Project Risk Management Guide

- **Risk Management Guidance for WSDOT Projects**
  - Project Risk Management Planning
  - Risk Identification
  - Qualitative Risk Analysis
  - Quantitative Risk Analysis
  - Risk Response
  - Risk Monitoring and Control
  - Project Risk Management Plan Template

- **http://www.wsdot.wa.gov/publications/fulltext/cevp/ProjectRiskManagement.pdf**

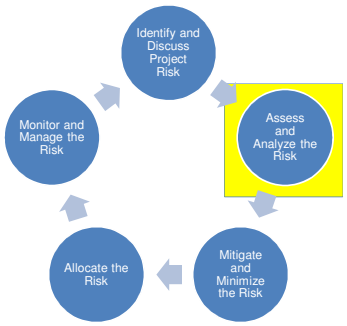
WSDOT 9

Project Delivery Method Selection Guidance ("PDMSG")

- Uniform system for determining appropriate delivery method
- Final PDM (project delivery method) determined during Project Definition Phase at approximately 10 – 30% design
- More information can be found at http://www.wsdot.wa.gov/Projects/delivery/designbuild/PDMSG.htm

WSDOT 10

Risk Assessment Process



WSDOT 11

Assess and Analyze

Level	Likelihood
A	Remote
B	Unlikely
C	Likely
D	Highly Likely
E	Near Certainty

ASSESSMENT GUIDE

Likelihood	a	b	c	d	e
E	M	M	H	H	H
D	L	M	M	H	H
C	L	L	M	M	H
B	L	L	L	M	M
A	L	L	L	L	M

Consequence

RISK ASSESSMENT

High (Red) — Unacceptable. Major disruption likely. Different approach required. Priority management attention required

Moderate (Yellow) — Some disruption. Different approach may be required. Additional management attention may be needed

Low (Green) — Minimum impact. Minimum oversight needed to ensure risk remains low

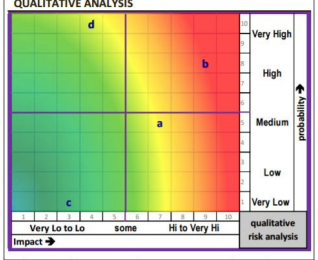
Level	Schedule	and/or	Cost
a	Minimal or no impact		Minimal or no impact
b	Additional resources required; able to meet		<5%
c	Minor slip in key milestones; not able to meet need date		5-7%
d	Major slip in key milestone or critical path impacted		7-10%
e	Can't achieve key team or major program milestone		>10%

Adapted from the Federal Highway Administration Guide to Risk Assessment and Allocation for Highway Construction Management, October 2006

WSDOT 12

Risk	Threat or Opportunity	Risk Breakdown Structure RBS #	Risk Title	Impact	Probability
a	threat	ROW 40.1	managed access challenge	high	medium
b	threat	ENV 30.1	permits and permit appeals	very high	high
c	threat	UTL 20.1	unidentified utilities – conflicts	low	very low
d	threat	STG 20.4	substructure assumptions change	low	very high

QUALITATIVE ANALYSIS



Risk	Priority Ranking	Risk Breakdown Structure RBS #	Risk Title	Impact	Probability
a	2	ROW 40.1	managed access challenge	high	medium
b	1	ENV 30.1	permits and permit appeals	very high	high
c	4	UTL 20.1	unidentified utilities – conflicts	low	very low
d	3	STG 20.4	substructure assumptions change	low	very high

WSDOT 13

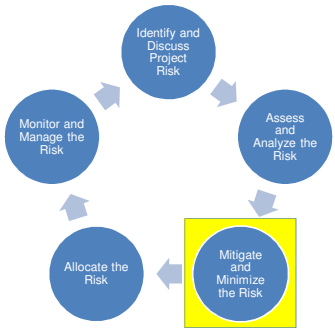
Quantitative Risk Management Meeting

7-Step Process

1. Method
2. Prep meeting
3. Review estimates (cost and schedule)
4. Advance risk elicitation and identify uncertainty, initial
5. Meeting convened – elicit risk and identify uncertainty, final
6. Analysis and documentation
7. Implement risk response actions, monitor and control

WSDOT 14

Risk Assessment Process



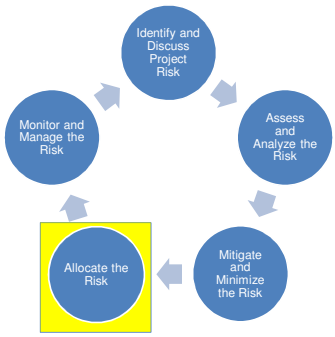
WSDOT 15

Mitigate and Minimize Risk

- Craft Appropriate Conceptual Design
- Identify Permit Parameters
- Shortlist Highly Qualified Teams

WSDOT 16

Risk Assessment Process



WSDOT 17

Sample Risk Allocation Matrix

- Typical risk allocation
- Risks are carefully balanced and vary with each project
- WSDOT has worked extensively with the industry

GOAL: Fairly assign the risk to the party best able to manage the risk

WSDOT 18

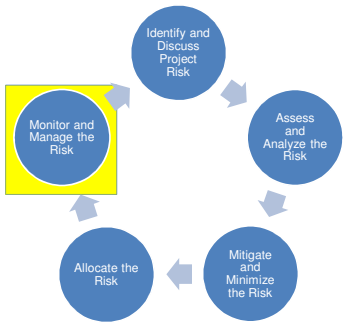
Sample Risk Register

Tool used throughout the project

- Identified and numbered
- Status
- Assessment with Risk Level
- Strategy and Response
- Allocation

WSDOT 19

Risk Assessment Process



WSDOT 20

Team Selection

WSDOT 21

Selecting the WSDOT Team

Create an organization that:

- Supports the successful procurement and execution of a design-build project
- Contains personnel educated and trained in design-build.
- Able to successfully communicate with each other and with the design-builder.

Everyone must pull together!

WSDOT 22

Planning and Preliminary Engineering

WSDOT 23

It's a balance . . .

Inadequate, insufficient, or overly defined information may limit innovation, increase risk, reduce competition, or increase overall project costs.

WSDOT 24

Design Development

- **Initial Development: Pre-procurement**
  - Basic Configuration
  - Conceptual Design
- **Design-Builder's Proposal**
- **Implementation**

WSDOT 25

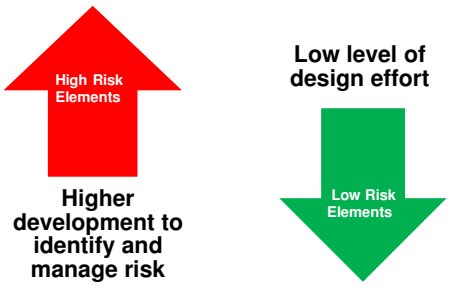
Preliminary Engineering Development

Consider:

- Is there a need for a concise definition of the project?
- Is the detail or definition needed to develop the conceptual design?
- Will the detail or information be re-done or verified by the design-build team?
- Does the amount of detail support WSDOT's risk assessment, assignment, and allocation?

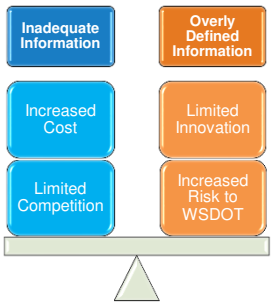
WSDOT 26

Extent of Design Development by WSDOT



WSDOT 27

Amount of Detail in the Conceptual Design



WSDOT 28

Classification of RFP Documents

- **Basic Configuration**
  - Elements of the Conceptual Plans that are contractual
  - Proposers can rely on information
  - Proposals must be consistent with the Basic Configuration
- **Contract Documents**
  - Proposers can rely on information
  - Proposals must be consistent with the Contract (Unless there is an approved ATC)
- **Reference Documents**
  - Provides information to the Proposers to assist them in preparing Proposals
  - Designs (if any) are only to verify that Basic Configuration/Contract is constructible.

WSDOT 29

Basic Configuration

- **Listed in Definition of General Provisions**
  - **See 1-01.3**
  - **Basic Configuration –** Elements of the Conceptual Plans that are defined as being contractual.

WSDOT 30

Contract Documents vs. Reference

CONTRACT DOCUMENTS

- Determine the mandatory minimums for project
- Limit "requirements" to project parameters
- Allow Proposers to innovate
- Establish Performance requirements

REFERENCE

- Shifts risk to Proposer
- Useful information, but may be outdated
- Possible conflict with Contract Requirements

WSDOT 31

Design Surveys

- Control Survey
  - Horizontal and vertical control
  - Stationing and control lines
  - Identify existing roadway
  - Display existing ROW lines
  - Display proposed ROW lines
  - Construction Easements
- Topographic Information
  - Existing alignments
  - As-built data
  - Wetland delineation
  - Hazardous material/landfill

WSDOT 32

Types of Reference Documents

- **As-Built Plans**
- **Historic environmental documents**
- **Old geotech Reports**
- **Old boring logs**
- **Photographs**

WSDOT 33

Elements of the Request for Qualifications

Design-Build Overview

Project Scoping
- Define Project and Determine Project Goals
- Initial Risk Assessment
- Project Delivery Method Selection Guide

RFQ
- Develop and Issue RFQ
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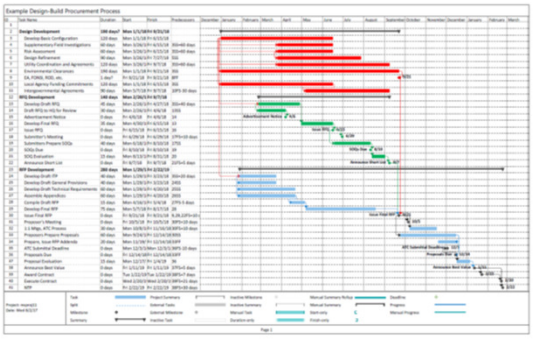
Procurement Schedule



Best Value Selection

- **Owners should use a procurement process that:**
  - Focuses heavily on the qualifications of the design-builder and its key team members and
  - Rewards design-build teams that have a demonstrated history of successfully collaborating on design-build projects.

  DBIA Transportation Best Practices Section I.2.a.
- **Owners who emphasize qualifications in their selection of design-builders reap substantial benefits:**
  - Increased teamwork
  - Proactive behavior
  - Collaboration

  DBIA Position Statement on Qualifications Based Selection

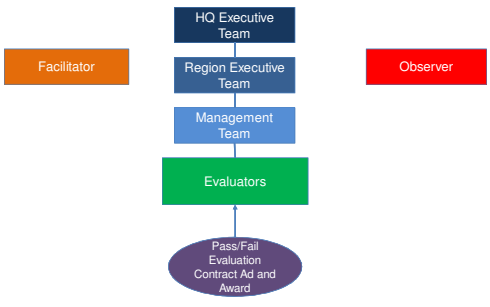
WSDOT 37

Two Step Evaluation Process:

- **Step One:** *Responsiveness*
  - Pass/Fail Evaluation
  - Are required forms submitted?
  - Is the SOQ in the correct format?
  - Was the SOQ timely?
- **Step Two:** *Substantive Evaluation*
  - Follows the format of the RFQ

WSDOT 38

Evaluation Committee Organizational Chart



WSDOT 39

Evaluation Committee Membership

- **Executive Review Team** — **HQ**
  - M2D2 Secretary or Deputy
  - Division Director
  - State Construction Engineer
- **Executive Team** — **REGION**
  - Regional Administrator
  - Deputy Regional Administrator
- **Management Team** — **REGION**
  - Engineering Manager/Director/ARA
- **Evaluators** — **REGION, HQ**
  - EM or Project Engineer or APE (NOT from the project being evaluated)
  - Technical Engineers
- **Observer** — **REGION, HQ**
  - Depends on Project.

WSDOT 40

Observer Responsibilities

- **Review Procurement Documents**
- **Attend Evaluation Meetings and Observe**
- **Interpret Procurement Requirements**
- ***No input on qualitative evaluation scoring***

WSDOT 41

Structure of the RFQ

WSDOT 42

Confidentiality

- **All aspects of the procurement are STRICTLY CONFIDENTIAL.**
  - Disclosure of information regarding the procurement to unauthorized people can threaten the viability of the process.
- **All WSDOT personnel must sign confidentiality agreements.**

WSDOT 43

Process Overview and Schedule

- **Process Overview**
  - RFQ
  - RFP
- **Procurement Schedule**
  - Include key dates for the entire procurement

WSDOT 44

SOQ Format and Logistics

When developing the RFQ, set strict standards for the following:

- Templates
- Number of copies of submittals
- Due date, time, and location
- SOQ Organization and Scoring
- Page limits for each sections

WSDOT 45

Industry Outreach

- Informational Meeting
- Industry Events
- Project Website
- Advertisement
- Email

WSDOT 46

Voluntary Submitters Meeting

- Introduction of WSDOT Project Team
- Project Scope
- Project Goals
- Review SOQ Process
- MSVWBE/DBE Networking

WSDOT 47

Points of Contact and Communications

- Two contacts for WSDOT:
  - Submittal Information Point of Contact
  - Technical Point of Contact
- No unauthorized communications

WSDOT 48

Questions, Clarifications and Addenda

- **Questions and Requests for Clarifications are submitted in writing to point of contact.**
- **Addenda are changes to the RFQ issued by WSDOT.**
- **Posted on the Contract Ad & Award Site.**

WSDOT 49

Organizational Conflicts of Interest

- **Definition: Because of other activities a person or entity**
  - Is unable or potentially unable to render impartial assistance or advice to WSDOT.
  - Is or might be otherwise impaired in its objectivity in performing the Contract Work.
  - Has an unfair competitive advantage.
- **Submitters must disclose**
- **WSDOT may:**
  - Offer to avoid/neutralize conflict
  - Disqualify
  - Declare Proposal non-responsive
- **Federal regulations apply: See 23 CFR §636.116**

WSDOT 50

Evaluating & Shortlisting

- SOQ's submitted to HQ.
- Pass/Fail analysis.
- Evaluation of SOQ's.
- Brief management.
- Announce shortlist 3 teams.

WSDOT 51

Irregularities

- **Material Irregularity**
  - Gives one Submitter an advantage over others
  - Cannot waive
- **Immaterial Irregularity**
  - Does not affect procurement
  - Can waive

WSDOT 52

It's Time to Play

WSDOT 53

"Major Participant" = Company

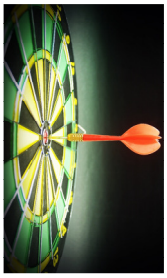
- **Submitter**
- **Submitter's Owners**
- **Pre-Qualified Constructor**
- **Lead Engineering Firm/Designer**
- **Primary Subconsultants**
- **Primary Subcontractors**
- **QA Inspection Firm**

WSDOT 54

"Key Personnel" = Individual

- **All Projects**
  - Project Manager
  - Design Manager
  - Construction Manager
- **Optional**
  - Project Quality Manager
  - Geotech Group Manager
  - Structural Lead Engineer

Project Goals



- **Defined before delivery method selected**
- **Reflect project's needs, objectives and benefits**
- **Defines the "target" for the design-build team**
- **The RFQ and the RFP should be drafted to maximize the likelihood of achieving the project's goals.**

Example Project Goals SR 167/Puyallup River Bridge

- **Manage Geotech Conditions**
- **Project Collaboration**
- **Excellent Quality**
- **Minimize Impacts**

Statements of Qualification

- Key Personnel Experience
- Major Participants' Experience with Similar Projects
- No Price Consideration

WSDOT 58

Identifying Strengths and Weaknesses

- Identification of:
  - Strengths
  - Weaknesses
- Focused on Project Goals

WSDOT 59

Adjectival Evaluation

Rating:	Percent of Max Score:
Excellent	100-90%
Very Good	89-75%
Good	74-50%
Fair	49-25%
Poor	24-0%

WSDOT 60

Project Collaboration: Through effective project management, provide a successful DB Project by managing risk and partnering with WSDOT to identify issues early and efficiently resolve issues at the Project level. This goal will be evaluated based on experience and tactics used collaborating with a public agency owner to resolve project issues at the lowest level, to resolve disagreements that are not resolved at the lowest level, and to resolve disagreements using alternative dispute resolution.

WSDOT 62

Debrief

- Informative meeting with Submitters.
- Provide constructive information
- Goal: Improve the procurement process by assisting Submitters in improving their future submissions.

WSDOT 66

WSDOT Design-Build Training

The WSDOT Design-Build Training Courses have the following modules:

- **In Person Courses:**
  - Design-Build 101 *(Prerequisite to this course)*
  - Design-Build Startup and Request for Qualifications ("RFQ") Development
  - Design-Build Instructions to Proposers (ITP) and Request for Proposals (RFP) Development
  - Design-Build Office Management and Contract Administration
  - Design-Build Closeout Process
  - Environmental in Design-Build
  - Quality in Design-Build
- **Online Courses:**
  - Statement of Qualifications Evaluation
  - Proposal Evaluation
  - Alternative Technical Concept Review Process

Resources

- WSDOT Design-Build Web Page
  http://www.wsdot.wa.gov/Projects/delivery/designbuild/Default.htm
- Joint Transportation Committee of Washington State Legislature Design-Build Study
  http://leg.wa.gov/JTC/Pages/Design-Build-Study.aspx
- WSDOT Design-Build Templates
- http://sharedot/eng/cn/hqconstr/dpb/DB%20Templates/Forms/AllItems.aspx
- Design-Build Institute of America Best Practices
  https://www.dbia.org/resource-center/Pages/Best-Practices.aspx
- Design-Build Institute of America Transportation Conference
  www.dbia.org

Questions